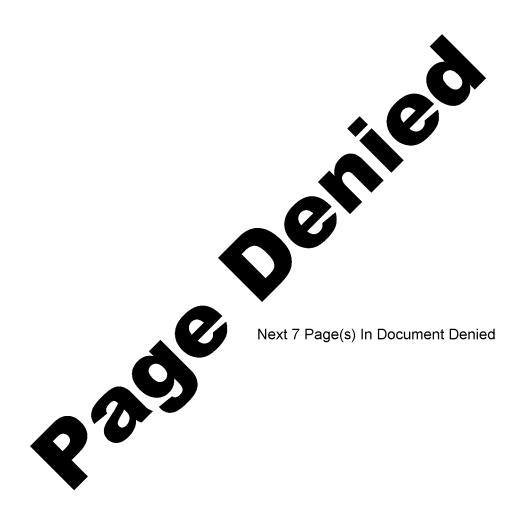
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			h May 1953	
25X1	MEMORANDUM FOR:	Assistant Direct	or for Communications	
	FROM: SUBJECT:	Chief, Career Des Rosters for India	velopment Staff pation of Career Designati	ions
	on the T/O's of	re two copies of the components of DB, 2h April 1953.	he roster of persons the Office of Communi-	
25X9 25X1	2. Office 3. Office	of Communications of Communications of Communications		
25X1	Attachments	· [

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25 YEAR RE-REVIEW



Approved For Release 2009/08/06 : CIA-RDP78-05462A000100010006-8

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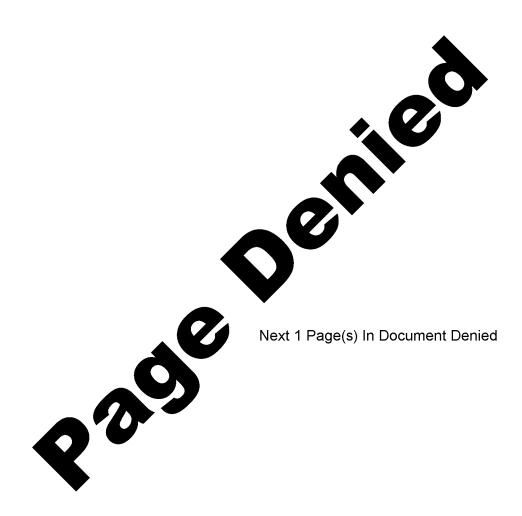
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SECRET SECURITY INFORMATION

separation procedures, review authorities and privileges related thereto. It was the consensus of Board membership that until a reduction in force selection review procedure is established, there is no position security in a legal sense under the Career Service Program. It was noted that such a procedure is under study. Further, the Board noted that position security in this Agency is certainly extremely good in view of Agency policy extending the separation procedures of the Veterans Preference Act of 1944 to all employees of the Agency.
3. representative of the Inspector General's office observed Communications Board procedures and participated in discussions leading to the resolution of one case which had come to the attention of the Inspector General.
4. The Board Chairman continues his drive toward reduction of the number of meetings required to accomplish mission objectives of this Board. Rotation matters of the Board affecting all personnel are now, almost without exception, complete six months in advance. Improved Administrative preparation of recommendations on rotation assignment for Board review is a major factor in this improved schedule.
Chairman, Career Service Board

SECRET SECURITY INFORMATION

Assistant Director for Communications



Approved For Release 2009/08/06: CIA-RDP78-05462A000100010006-8

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3. A survey of individuals subject to rotation under Supplementary Activities of this Office was completed and recommendations made concerning duty tours for individuals assigned to these activities which will provide for a nucleus of individuals experienced to maintain operations during the next two-year period.

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^{4.} A review was initiated and completed on causes for the high rate of separations from this Office among the engineering employees. It was determined, based on separation reports prepared by the Assistant Director for Personnel, that this high rate of separation can be attributed to the extremely favorable salary conditions current in industry. Based on these facts, the Assistant Director for Communications has directed the Board to merview the cases of all individuals who may qualify for promotion and to recommend appropriate action. It is anticipated that this process will be completed during the next two and one-half month period.

- 5. The Chairman of the Office of Communications Career Service Board has initiated a survey which is hoped will reveal facts contributing to the high rate of separation from this Office among clerical personnel. The Administrative Officer is conducting this survey and will report to the Board within thirty days.
- 6. The Office of Communications Career Service Board has cognizance and actively participates in actions affecting the promotion and rotation assignment of every individual assigned to this Office. Consequently, it is suggested that the above facts be considered where a comparison is being made of the relative number of rotation and promotion actions recorded and reported by the various Career Service Boards.

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	Chairman, Career Service Board

Noted

Assistant Director for Communications

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Approved For Release 2009/08/06: CIA-RDP78-05462A000100010006-8

SECURITY INFORMATION

21 July 1952

OFFICE OF COMMUNICATIONS ORDER NO. 24-52

SUBJECT: Establishment of a Career Service Board

- 1. Effective 13 June 1952, the Director of Central Intelligence Agency approved an Agency-wide career service program designed to identify, develop, effectively use, and reward individuals who have the skills required by CIA; motivate them towards readering maximum service to the Agency; and eliminate from the service in an equitable manner those, who in spite of the program, fail to perform as effective members of the organization.
- 2. Office of Communications Order No. 4-51, dated 28 September 1951, establishing the Promotion and Rotation Assignment Board is hereby rescinded
- 3. Effective this date, there is established in the Office of Communications a Career Service Board responsible for advising the Assistant Director for Communications in matters affecting the career development of all civilian and military personnel assigned to communications and related duties in the Central Intelligence Agency.

4. Organization and Functions

a. The Office of Communications Career Service Board will have the following membership:

Assistant Director for Communications, ex officio
A Chairman and two members selected from among the
staff or division chiefs and their alternates
A Recorder, an Administrative Staff Member (non-voting)
A Secretary to the Board (non-voting)

- b. It will be the responsibility of the Office of Communications Career Service Board to:
 - (1) Serve as advisor to the Assistant Director for Communications on all matters pertaining to the Career Service Program.
 - (2) Direct within the Office the application and functioning of the Career Service Program, including but not limited to:

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SECRET SECURITY INFORMATION

- (a) Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Programs
- (b) Sponsoring, developing and executing the Career Service Program of the Office, including an intra-Office rotation system, and reporting periodically to the CIA Career Service Board.
- (c) Reviewing Personnel Evaluation Reports and proposed development plans for individuals in terms of training, assignment, advancement, rotation, and promotion.
- (d) Recommending cancellation, including termination for just cause, or continuance of career development actions.
- (e) Participating in the development and execution of approved extra-Office rotation systems.
- (f) Submitting a semi-annual Personnel Evaluation Report to the Sponsoring Office on each rotation appointee from another Office.
- (g) Ensuring that the rotation appointees detailed by this
 Office to another office are not overlooked for warranted promotion and ensuring that rotation appointees received by this Office
 are productive and their assignments commensurate with the purpose of the appointment.
- (h) Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps."
- (i) Reviewing continuously the personnel intake of the Office, especially at the junior professional level, with a view to ensuring the acquisition of highly-qualified, versatile persons with long-range potentiality.
- (j) Supervising supporting groups or Boards as appropriate for handling specialized functions, i. e. selection, termination, etc., recommending assignment to them of office personnel as necessary.

-2-SECRET SECURITY INFORMATION

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(k) Sponsoring and developing the career rotation program and promotion of the Communications Office personnel assigned to the Message Center under the Executive Assistant to the Director.

5. Precepts

- a. The following precepts are established for guidance in Career Service Board actions:
 - (1) Assignments involving a change in station should be ascertained six months in advance of the effective date for transfer.
 - (2) Normally, overseas tours of duty shall be limited to three years; however, individuals may be reassigned to the same area for an additional tour of duty where exceptional conditions dictate.
 - (3) Reassignment of individuals shall be to duties which will broaden their experience in the field of communications, such action being consistent with the over-all requirements of the Office of Communications.
 - (4) No individual shall be assigned exclusively to Headquarters training duties for a period greater than two years.
 - (5) Personnel returning from overseas may be expected to be available for reassignment after three months based on date of departure from overseas post.
 - (6) Individuals fully qualified for promotion should be reassigned to slots carrying additional responsibility and the higher grade.
 - (7) The Committee shall establish norms for each grade which will provide a reasonable indication as to those individuals who shall be considered for promotion. These norms will be based on the following factors:
 - (a) Total experience from the time of graduation from school to the present in years.
 - (b) Formal education (above high school level) including special training to date, in years.
 - (c) Total OSS, GIG, CIA or related experience, in years.

-3-SECRET SECURITY INFORMATION

SECURITY INFORMATION

- (d) Length of time in present grade, in years.
- (e) Time over minimum age for present grade in years.
- (f) Age of employee.
- (g) Individuals' scores will be based on the sum of the factors (a) through (e).
- (8) A minimum age for grade level table is as follows:

Grade	Minimum Age
G S-4	19 years
GS-5	20
GS-6	21
GS-7	22
GS-8	23
GS-9	25
GS-11	28
GS-12	30
GS-13	35

The above minimum ages are to be used in computing the norms for each grade level and in arriving at the score for each individual, but are not necessarily controlling in cases where the Board considers that a promotion is justified.

(9) Normally, Headquarters assignments shall be limited to four years duration.

6. Administration

- a. In order to allow effective advance scheduling for the rotation assignment and promotion of personnel, the following information will be maintained by the administrative staff:
 - (1) Table of Organization for the Office of Communications including personnel assignments.
 - (2) A table of positions in order of responsibility.
 - (3) A file covering current position descriptions including qualifications and sources of personnel.

SECRET SECURITY INFORMATION

- (4) Evaluation or data for evaluation of each individual assigned to the Office of Communications. This file shall include a service record, data on education, experience, qualifications, performance of duties and a log of Agency ratings by superior officers.
- (5) Information on each employee describing military status, marital status and dependents, birth date and dates of availability for rotation.
- (6) Priorities for the filling of vacant positions (to be established on request of administrative staff by the Office, Division or Branch Chief concerned).
- (7) Seven months in advance of the end of a tour of duty the administrative staff shall provide the following information on each employee;
 - (a) Assignment recommendation by the chief concerned.
 - (b) Training recommendation by chief concerned and by the Chief, Training Branch.
 - (e) Assignment preferences to be submitted by the employee.
 - (d) Names of Headquarters personnel available and qualified for assignment overseas shall be listed by the administrative staff on a continuing basis.

7. Security

Information contained in personnel records and files will be handled in strict accordance with Agency regulations. Actions or deliberations of the Board will be released only after concurrence by the Assistant Director for Communications.

8. Limitation of Authority

a. Promotion and Career Rotation of Communications Officers to GS-14 positions and above will be handled by an ad hoc committee convened on call of the Assistant Director for Communications. The Chairman of the Career Service Board will act as Secretary for this committee and will be responsible for information essential to committee operations.

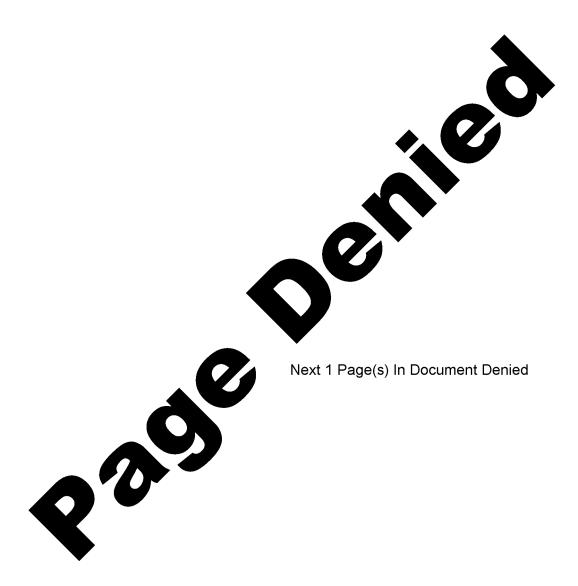
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- 5. Promotion and Career Rotation of Communications Officers GS-7 through GS-12 will be the prime responsibility of the Career Service Board.
- c. Promotion and Rotation of Communications employees in all grades below GS-7 will be handled by Administrative action subject to review by the Career Service Board.
- d. All Communications Personnel Promotion, Career and Rotation actions are subject to concurrence by the Assistant Director and Deputy Assistant Director for Communications

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TO : Executive Secretary, CIA Career Service Board

FROM : Assistant Director for Communications

SUBJECT: Classification of Personnel Under the Career Service Program

- 2. As a result of this review, it has been concluded that the majority of Communications Administrative positions can be classified in a general administrative service under the DD/A subject to individual preference. A classification break-down taking into consideration individual personnel preferences can be undertaken when details providing for equitable management of Administrative Board affairs among the various Offices are approved.
- 3. It does not appear that other Communications positions could be similarly classified under the present structure of the Agency Career Service program until such time as the Agency structure will permit across-the-board type of transfers on an Agency level. To provide such a structure, it would appear that three categories must be set up before further consideration for central classification of various Communications positions. These Agency categories would be Administrative, Technical, and Intelligence. Since the present Agency structure does not provide for this, it is suggested that all Communications positions other than administrative be contained in the Communications Office Career Service Board rotation and development program.

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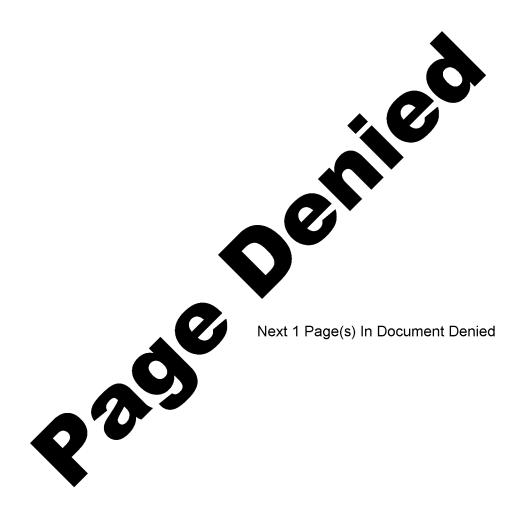
Orig. & 5 : Addressee

1: Chairman, OC Career Service Board

1: OC Admin files

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- 3. By arrangements between the Assistant Director for Communications and the Chief of the Personnel Division, Covert, the Communications Placement Officer in the Personnel Division, Covert, is now in regular attendance at Board meetings. He assists the Board by supplying information on individuals from other offices who may be suitable for assignment within the Office of Communications and in rotation of Communications personnel to other offices in the Agency.
- 4. On recommendation of the Communications Career Service Board, a policy has been established, and Budget and Administrative procedures have been completed, which will make available to the Office of Communications field personnel correspondence courses through the Capital Radio Engineering Institute, the Cleveland Institute of Radio Engineering, the University of Chicago, and the University of Maryland. It is believed that success in operation of this educational program will improve the qualifications of individuals assigned to this Office and their potential for Agency services.

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- 5. The Assistant Director for Communications has directed, and the Board has implemented, a policy calling for the review of all employment requisitions. The Board will recommend against employment of individuals where it has been established that qualified individuals are available within the Agency for the position under requisition.
- 6. The Office of Communications Career Service Board has initiated a study which will result in the classification of personnel under the Career Service Program in a manner similar to that set forth under DDP dated 1 December 1952. Coincident with this survey will be the establishment of an executive inventory of individuals, currently assigned to the Office of Communications, who have potential for future development under the executive inventory which is to be established by the CIA Career Service Board.
- 7. An assessment of Board operations, a period covering approximately one and one-half years, indicates that proceedings of this Career Service Board have become a valuable tool in Communications Operations of the Agency, and that a surprising amount of office business conditioned in part by Personnel Management can be accomplished during Board sessions. Aside from the importance of the Career Service Program, this fact provides added justification for the six hours per week which are devoted to this activity by principal members of the Office.

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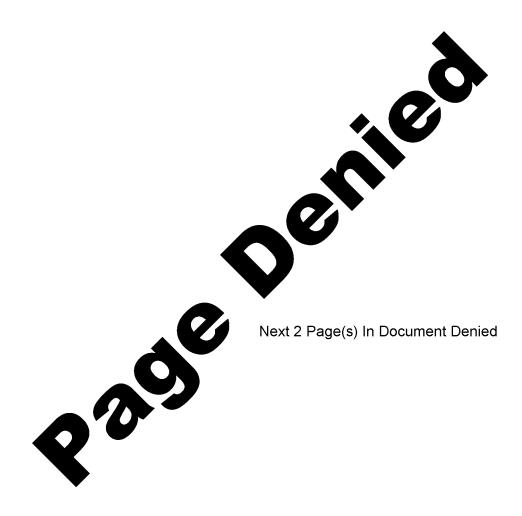
Chairman, Career Service Board

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Assistant Director for Communications

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These actions are summarized as follows:

Rotation	Promotion (Approved)	Promotion (Disapproved)	Training
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- 2. For the purpose of this report, you will note that cases have been listed separately. Personnel assigned to this project have not been considered for promotion either administratively, or by any previous board of this Office, due to the limited Table of Organization under this project which provided no opportunties for promotion during the past two year period. A recent T/O organization approved for this project now makes it possible to consider these individuals for promotion, and, in view of the general excellence of the work done on the project, the Board membership has agreed to handle the entire station complement as a group, notwithstanding Board rules and norm listings. It is emphasized, however, that almost without exception, individuals assigned to this project merit consideration for promotion under terms of the norm listings and rules of the Board.
- 3. During this reporting period, the Board has continued its practice of inviting individuals from various Divisions and Field Offices to observe Board meetings. The response, on the part of all those who have had this opportunity, indicates that this procedure should be continued since it represents a marked factor in assuring all, regardless of station assignment, that they will receive fair, prompt, and equitable treatment in matters affecting their career service function.
- DDP, received a complete briefing in all methods employed by the Office of Communications in the operation of its Career Service Board. It is understood this information will be reviewed for applicability to Career Service procedures in that office.

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Chairman, Career Service Board

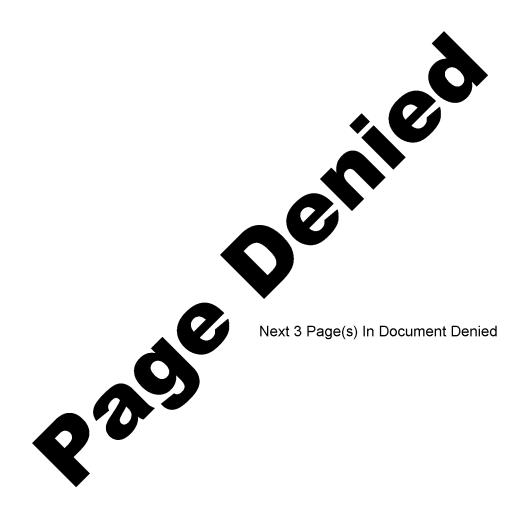
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Assistant Director for Communications



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25X1	3. During the above period, the Board with Communications Area Chiefs, responsible
25X1	tion During the recorded statements on the progress and accorded statements of the progress and accorded statements of the statement of the stateme

- d has had opportunity to meet for the ese discussions, the Board omplishments of each and every This information will be invalindividual assigned to these activities. uable in the planning of future rotation assignments for these personnel.
- The annual review of norm listings used in scheduling promotion consideration of individuals in grades GS-7 through GS-12 has been completed. These norm listings will be effective for the year ending 1 August 1953. Work of the Board is now directed toward reviewing cases of all individuals who merit consideration for promotion in accordance with these norm listings under rules of the Career Service Board, Office of Communications.
- 5. The Office of Communications Board's difficulty in obtaining valid information concerning personnel from Agency records places emphasis on the need for a Service Record in each individual's file. Extracting such information from the present filing system, continues to occupy too -much time on the part of the Administrative Officer in preparation of material in a form suitable for rapid processing by the Career Service Board. It is this factor, together with the need for final approval of Office Table of Organization and Staffing Patterns under the various cover organizations, which makes it difficult for the Office of Communications Career Service Board to complete its mission in less than the currently scheduled semi-weekly meetings on Monday and Thursday of each week. Once these problems have been eliminated, it is the opinion of the Chairman that the Office of Communications Career Service Board can accomplish its individuals under its cognimission equitably for the zance by meeting not more than twice each month.
- 6. Minutes are recorded on each meeting of the Communications Career Service Board. Since these minutes frequently contain information in the catagory "personal-confidential", copies of them will not be distributed outside of this Office. Formal actions on each case reviewed are prepared and forwarded for action by the Administrative Office and for file in the Personnel Division (Covert).

25X1 Chairman, Career Service Board 25X1 Note Assistant Director for Communications

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STANDARD FC Approved For Release 2009/08/06: CIA-RDP78-05462A000100010006-8 Security Information UNITED STATES GOVERNMENT

25X1	TO : FROM :	CONFIDENTIAL	DATE: 24 October 1952
	SUBJECT: Fitness Repor	rts	
	forwarded herewith a setting forth the po	with our conversation of Tuesday is a copy of the statement of the olicy of the Office of Communications reports to those individu	he text of a pouch ations with regard
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Y The following is the text of a pouch which is being sent to each of the area chiefs:

- l. Several of the senior communications officials in the field have queried the Home Office regarding its views towards showing individuals their fitness or efficiency reports submitted by supervisory personnel. While the new fitness report forms are still under development and instructions regarding their use have not been promulgated as yet, it appears appropriate that you be advised of the Home Office policy regarding the handling of this important question.
- A career personnel program such as is presently being undertaken requires that an individual's shortcomings be pointed out to him in order that he may endeavor to correct them. An individual who is performing inadequately deserves to have visual proof that his performance is recognized as sub-standard and requires improvement. By the same token, an individual who is performing his tasks in an outstanding manner should have some indication that his superiors are aware of his efforts and appreciate them. To allow an individual's potential and talent to dissipate due to ignorance of the fact that he is under careful and thoughtful observance is not only unfair to the individual but an outright misuse of assets. The merale and construction functions of fitness reports are completely lost if not shown to the individual reported on. The fitness or efficiency report, can, if it is shown to the employee, underline the effect of everyday attention to the details of job performance and working procedure on the individual's career, thereby making the supervisor's function clearer and better understood.
- 3. In view of the foregoing, it is blieved that in the leng run it will be better if individuals being reported upon are shown their fitness reports and the items discussed with a view towards recognition of outstanding qualities and the improvement of weaknesses. It is recognized that there may be exceptional circumstances which preclude following this policy, and in such cases the contents of a fitness or efficiency report may be withheld from an individual. This should not be taken as an out to avoid showing an unsatisfactory efficiency report to the person reported upon and discussing it with him, but rather, might be necessary action in the case of highly unstable individuals, particularly when the report accompanies a recommendation for termination of employment.
- 4. When for any reason a fitness or efficiency report is not shown to the individual who is the subject of the report, the reporting officer should make a statement on the back of the report or in an attached memorandum setting forth the reasons why he considered it necessary that the report not be shown to the individual concerned.

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Security Offermation

Executive Secretary, CIA Career Service Board

15 October 1952

Chairman, OC/Career Service Board

Women (Staff Employees) in CIA

- 1. Reference is made to an attachment to the minutes of the first meeting of the CIA Career Service Board, dated 26 August 1952, which lists women staff employees in CIA holding grades GS-12 and 13 as of June 1952.
- 2. Your attention is invited to the list covering GS-12 personnel and to the incorrect listing male employee of this Office. It is requested that this name be deleted.

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13 October 1952

MEMORANDUM FOR

Chairman, Office of Communications Career Service Board

FROM:

Executive Secretary, CIA Career Service Board

SUBJECT

Communication Specialists

- 1. This will confirm our telephonic conversation this morning concerning the question of whether the position of Communication Specialist, GS 1121 is included in the paragraph 3, C, (2), (b) of my report to the CIA Career Service Board, dated 15 August 1952.
- 2. You will note that the above referenced paragraph is composed of either groups or series. Series are controlled by the last 2 digits of the four-numbered GS series number. Groups are controlled by the first 2 digits of the four-numbered GS series number. For example, the Communication Specialists Series is GS 1121, 21 being the number that identifies Communication Specialists. On the other hand, the Business and Industry Group is GS 1100, 11 being the number which identifies Business and Industry. Therefore, Communication Specialists Series, GS 1121, are included within the Business and Industry Group, GS 1100. It is unfortunate to have to use so much gobbledegook to explain a simple situation, but that is the way it is set up by the Civil Service Commission.
- 3. For your information, the Professional Selection Panel is making recommendations to the CIA Career Service Board concerning its name, its over-all mission, and the definitions and concepts by which it will attempt to operate. It is hoped that this will lead to a simplification of present required procedures.

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CDS/PiRBijps (13 October 1952)

Distribution: Addresses (2) Signer (2)





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_			21 July 1952	
25X1	MEMORANDUM FOR:	Career Service Com	Chairman nittee	
	SUBJECT:	Establishment of a Cothe Office of	areer Service Board in f Communications	
	are eight copies of Off 1952, reorganizing the Office as a Career Ser	ice of Communications Promotion and Rotations Vice Board under the	the Career Service Co Order No. 24-52, date on Assignment Board of CIA Career Service Pro g the current membersh	d 21 July this gram.
	Rotation Assignment B ember 1951, using pro- than to provide for add of the Career Service representatives of other	coard has been operating the control of the committees which will require the committees. Because of the control of the contro	Communications Promo ig, since its organization quire no significant chan s covering specific requ of this relatively long en ganizing Career Service of this Board where it w	on in Sept- age other airements aperience Boards
25X1	3. This action has dated 19 June 1952.	been taken in complian	ace with CIA Notice	
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25X1		Assistant Dir	ector for Communication	ons
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CONFIDENTIAL



21 July 1952

OFFICE OF COMMUNICATIONS ORDER NO. 24-52

SUBJECT: Establishment of a Career Service Board

- 1. Effective 13 June 1952, the Director of Central Intelligence Agency approved an Agency-wide career service program designed to identify. bevelop, effectively use, and reward individuals who have the skills required by CIA; motivate them towards rendering maximum service to the Agency; and eliminate from the service in an equitable manner those, who n spite of the program, fail to perform as effective members of the organization.
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4. Organization and Functions

a. The Office of Communications Career Service Board will have the following membership:

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A Recorder. an Administrative Staff Member (non-voting) A Secretary to the Board (non-voting)

- b. It will be the responsibility of the Office of Communications Career Service Board to:
 - (1) Serve as advisor to the Assistant Director for Communications on all matters pertaining to the Career Service Program.
 - (2) Direct within the Office the application and functioning of the Career Service Program, including but not limited to:

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- (a) Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Program.
- (b) Sponsoring, developing and executing the Career Service Program of the Office, including an intra-Office rotation system, and reporting periodically to the CJA Career Service Board.
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- (d) Recommending cancellation, including termination for just cause, or continuance of career development actions.
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- (g) Ensuring that the rotation appointees detailed by this Office to another office are not overlooked for warranted promotion and ensuring that rotation appointees received by this Office are productive and their assignments commensurate with the purpose of the appointment.
- (h) Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps."
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SECRET CONFIDENTIAL SECURITY REPORMATION

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 - (b) Formal education (above high school level) including special training to date, in years.
 - (c) Total OSS, CIG, CIA or related experience, in years,

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- (d) Length of time in present grade, in years.
- (e) Time over minimum age for present grade in years.
- (f) Age of employee.
- (g) Individuals scores will be based on the sum of the factors (a) through (e).
- (8) A minimum age for grade level table is as follows:

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- (4) Evaluation or data for evaluation of each individual assigned to the Office of Communications. This file shall include a service record, data on education, experience, qualifications, performance of duties and a log of Agency ratings by superior officers.
- (5) Information on each employee describing military status, marital status and dependents, birth date and dates of availability for rotation.
- (6) Priorities for the filling of vacant positions (to be established on request of administrative staff by the Office, Division or Branch Chief concerned).
- (7) Seven months in advance of the end of a tour of duty the administrative staff shall provide the following information on each employee:
 - (a) Assignment recommendation by the chief concerned.
 - (b) Training recommendation by chief concerned and by the Chief, Training Branch.
 - (c) Assignment preferences to be submitted by the employee.
 - (d) Names of Headquarters personnel available and qualified for assignment overseas shall be listed by the administrative staff on a continuing basis.

7. Security

Information contained in personnel records and files will be handled in strict accordance with Agency regulations. Actions or deliberations of the Board will be released only after concurrence by the Assistant Director for Communications.

8. Limitation of Authority

a. Promotion and Career Rotation of Communications Officers to GS-14 positions and above will be handled by an ad hoc committee convened on call of the Assistant Director for Communications. The Chairman of the Career Service Board will act as Secretary for this committee and will be responsible for information essential to committee operations.

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